REGIONAL

UNIT 3

SCHOOL

Annual Report
For The Year Ended
June 30, 1991

ANNUAL REPORT

OF

REGIONAL SCHOOL UNIT 3

TO

THE MINISTER

DEPARTMENT OF EDUCATION

AND

THE PEOPLE OF REGIONAL SCHOOL UNIT 3

PARKDALE, P.E.I.

October 9, 1991

92-04269/

TABLE OF CONTENTS

Report of the Chairperson and Executive Committee	1 - 3
Curriculum Committee Report	4 - 6
Finance and Operations Committee Report	7 - 9
Personnel Committee Report	10 - 11
Appendix A - Report of the Superintendent of Education	12 - 15
Appendix B - Financial Statements for the School Year Ended June 30, 1991	16 - 28
Appendix C - Enrolment by Age, Grade and Sex	29
Appendix D - Enrolment by School and Grade	30
Appendix E - Number of Full-Time Equivalent Instructional Personnel by Certificate and Average Salary	31
Appendix F - Number of Full-Time Equivalent Support and Supervisory Personnel by Category and Average Salary	32
Appendix G - Transportation Statistics	33
Appendix H - Inventory of School Buses	34
Appendix I - Board Officers and Committees	35
Appendix J - Board Representation on External Committees	36
Appendix K - Members of the Unit 3 School Board	37
Appendix L - Board Office Staff	38
Appendix M - Schools and Principals	39

COVER: Unit 3 School Board Office
24 Linden Avenue, Parkdale

REPORT OF THE CHAIRPERSON AND EXECUTIVE COMMITTEE

Louis Bradley, Chairperson

This is my second report as Chairperson of the Unit 3 School Board; since I consider it a privilege to act in this capacity, I wish to express my appreciation for the continued support of the Trustees. To the members of the public who live in Regional School Unit 3 and especially the parents who have children attending our schools, I wish to report that the Trustees have given much time and effort in their stewardship role. In order to carry out the business of Unit 3, approximately 113 meetings were called during the school year. The number of meetings are summarized below:

Regular Board Meetings	10
Special Board Meetings	7
Annual Board Meeting	1
Conference Sessions	6
Other Public Meetings	8
Committee Meetings	58
Ad Hoc Committee on Cafeteria Review	4
Ad Hoc Committee on Disposal of Surplus Property	2
Ad Hoc Committee on French Second Language	17

At the School Board level attempts are made to follow democratic processes. All of the Board decisions during the past year were reached after careful and thoughtful study, and after full consideration of the views of the public. This consistency of fair practice can, in part, be attributed to the efforts of the Trustees who played leadership roles. I wish to thank Helen McCabe and Greg Peters for participating on the Executive and to thank the following members for acting as chairpersons of Board Committees: Helen Larkin, Curriculum; Jeannie Lea, Finance and Operations; Jill Lightwood, Personnel; Ann Francis, Ad Hoc Committee on French Second Language; and Liz Arbing, Ad Hoc Committee on Cafeteria Review.

The Board considers policy development to be its chief function along with obtaining resources for the provision of effective educational environments. To that end the Trustees adopted a number of new or revised policies during the school year. Following is a summary of these policies:

Playground Equipment Fund (DO):

"A playground construction fund has been established whereby an amount not to exceed $6000 per year has been set aside. Grants from the fund are available to school related groups to construct playground equipment on a dollar matching basis, but not to exceed $1500 in any year." The change in policy included increasing the total annual amount from $3000 to $6000.

Smoke Free Space (FS):

"It is the policy of the School Board that all Unit 3 buildings and vehicles are to be considered Smoke Free Space." This new policy was based on the fact that it is the responsibility of the School Board to develop policies that encourage the maintenance of healthy school atmospheres.

Evaluation of Superintendents of Administration, Business, and Programs (GCNB):

This new policy provided a separate and clear set of guidelines for the evaluation of the three superintendent positions listed above. The essence of the policy included the following: "The purpose of superintendent evaluation is to promote the professional development of senior administrators, improve administrative skills, and ensure accountability to one's employer ... Primary responsibility for the evaluations rests with the Superintendent of Education ... The process of evaluation to be used will be a progress report and a formal evaluation report ... A progress report will be completed in the superintendent's first year of employment and every third year thereafter ... A formal evaluation may be requested at any time by the Superintendent of Education, by the School Board or by a superintendent ..."

Early French Immersion (IGBF):

This policy was revised after much study, consideration of public input, and debate at the committee stage and at Board Meetings. The main changes included the centralization of the program in three Families of Schools - at Westwood/Eliot River for the Bluefield Family; at Sherwood for the Charlottetown Rural Family; and at Spring Park/St. Jean for the Colonel Gray Family. Other amendments included the introduction of a registration procedure similar to the regular registration system (without the lineups), an increased emphasis on pre-entry assessment, and the consolidation of practices and procedures in an information booklet for parents entitled, "French Programs in Unit 3".

Three Trustees who made substantial contributions to Regional School Unit 3 during their terms of office retired at the end of the school year. The retiring Trustees and the citizens who have been named to replace them are listed below.

Retiring from the School Board:

Zone 3	Greg Peters	Clyde River
Zone 11	Robert MacArthur	Parkdale
Zone 13	Elizabeth Arbing	Marshfield

Appointed to the School Board:

Zone 3	Brian Hogan	Cumberland
Zone 11	T.B.A.	
Zone 13	David Lipton	East Royalty

Unfortunately, there were a number of students and staff who passed away during the school year. On behalf of all trustees, I wish to publicly recognize the board office administrators, principals, teachers and support staff who devised strategies that helped families and members of the school communities cope with the tragic events.

At the School Board Office, the Superintendent of Business, Mr. Eric Ellsworth resigned after 19 years of service with Regional School Unit 3. In June, the position was filled by Mr. Bernie Young.

The business of the Board of Trustees is very time consuming and could not be properly accomplished without the cooperation of the staff at the School Board Office. I wish to thank the Superintendents for their guidance and assistance during the past year.

In order to fulfill the mandate of the Unit 3 School Board, it is absolutely necessary for the Executive to communicate and cooperate with the other major partners in the educational community. It has been a pleasure to work with the School Trustees' Association, the Prince Edward Island Teachers' Federation, the Canadian Union of Public Employees, and the Department of Education.

In conclusion, I wish to thank all members of the Unit 3 staff for the time, effort and energy that they invest in our students.

CURRICULUM COMMITTEE ANNUAL REPORT

Chairperson - Helen Larkin

The Curriculum Committee, composed of Liz Arbing, Gayle Mooney, Reid Sangster, Bruce MacIsaac and Helen Larkin, agreed on twelve goals or curriculum areas to focus on during the 1990-91 school year: Career Exploration Courses, French Immersion, Math and Science, Health Education, School Visitation, High School Music, Elementary Art, Special Education, Staff Development, Program Maintenance, Family Life Education and Library Automation. As well, school visitations were identified as being of great value in helping to attain these goals and in giving Trustees "a feel" for education in Unit 3. Hence a number of visits were planned early in the year. These areas of concern were all addressed during our ten monthly Curriculum Committee Meetings. As well, a number of special Curriculum Meetings were needed to deal in-depth with the Discussion Paper on Program Maintenance and a proposed library policy. Many of these items will be the focus for continued study and monitoring by the 1991-92 Curriculum Committee.

In responding to the Elementary Art Education Report, the Curriculum Committee met with Marilyn Nicholson and Connie MacKay-Carr, two teachers from Spring Park Elementary School, to learn their assessment of the needs at this level and how the report addressed them. As well, the Committee visited Rosemary Mathis at Birchwood Junior High School and observed two art classes at this level. A letter was then formulated to the Minister of Education stating that establishment of an elementary art curriculum should be a priority. The need for in-service for classroom teachers, and more funding for art supplies was also noted. There was much praise for the work in art education and appreciation that had been carried out by staff in the art gallery at Confederation Centre, with particular praise going to the Teacher-Docent Program. When Confederation Centre announced cut-backs in their art program and the elimination of the Teacher-Docent Program for financial reasons, several schools and teachers expressed shock and disappointment. Letters were sent to the concerned parties expressing a desire for new funding to carry out this important work.

In January the Curriculum Committee visited Charlottetown Rural Senior High School to learn about its work experience program. The members of the Committee were impressed by the work being done and the dedication of the teachers, Bob Corrigan and Rae Gilman, and their teacher assistants, Dawn Hughes and Heidi May. Evidently others were impressed as well because in May it was announced that Charlottetown Rural High School had been chosen as one of seventeen schools in Canada to receive a national award for excellence in Business Education

Partnerships. It is noted that Bluefield Senior High School plans to begin a similar work experience program in September of 1991.

In April the Curriculum Committee visited Glen Stewart Elementary School to observe library automation. Ray Doiron described how their school library was computerized and demonstrated the time savings and curriculum possibilities offered by computerization. This served as excellent background for two special meetings devoted to the study of a draft library policy which includes a materials selection policy. Comments and suggestions were made to this lengthy draft document and sent to the library committee for study. The revised policy will require additional study by the new Curriculum Committee before being brought to the entire Board.

During the monthly Curriculum Meetings, presentations were made by the following Unit and Department of Education staff:

Judy Davies	- Draft Library Policy
Sterling Stratton	- Two Updates on Career Exploration Courses being Planned for the Renovated Colonel Gray and Charlottetown Rural Senior High Schools
Debbie Pineau	- National Core French Study
Ron Moore	- Needs Assessment Overview for Unit 3
Rowan FitzGerald and Roger Jabbour	- Instrumental Music Programs in Unit 3
Lyall Huggan	- Health Education
Ron Moore and Eldon Jamieson	- Update on New Math Programs and Math Needs in the Unit
Stewart Darrach	- Report on Staff Development Policy
Bill Bartlett	- Need for More Theory in High School Music Program
Charlotte Comrie	- Jump Rope for Heart Program
Isabel Christian	- Family Life Education
Winnifred MacInnis and Kathy Pilkington	- Unit 3 Special Education Update

The Committee recommended that the Board forward a letter of concern to the Minister of Education objecting to the termination of Isabel Christian's position with the Department. The Curriculum Committee felt that much work remains to be done in the area of family life programming and the evaluation of the materials offered.

The Curriculum Committee had planned to study the Unit 2 "Student at Risk" report. The Committee hopes the incoming Curriculum Committee and the Board will have an opportunity to study the report during the next school year.

Congratulations were extended to Jeanette Scott, Unit 3 Language Arts Consultant, on being presented with the "Golden Apple Award" by the Area 3 Teachers' Association.

The Curriculum Committee also monitored the French Immersion programs. A total of 2,023 students were enrolled in French Immersion programs in Unit 3 for the 1990-91 school year. Mid-Immersion was implemented for the first time at Grade 4 in the Gulf Shore School. A request was received to implement an extended Core French program. This request was referred to the Ad Hoc Committee on French Second Language.

In summary, much has been dealt with and much remains to be done. Thank you to Gayle Mooney, Bruce MacIsaac, Reid Sangster and outgoing trustee Liz Arbing, all of whose dedication was much appreciated. A special thank you to Eldon Rogerson, our very busy resource person, and his secretary, Mary Dunne.

FINANCE AND OPERATIONS COMMITTEE REPORT

Chairperson - Jeannie Lea

As Chairperson of the Finance and Operations Committee, I submit the following report of the Committee's accomplishments for the 1990-91 school year. Providing support, ideas, and constructive comment were fellow trustees Ann Francis, Lorraine MacDonald, Greg Peters, and Ulysse Robichaud. Attending our meetings in an Ex Officio capacity were Lou Bradley, Chairperson of the School Board; Sterling Stratton, Superintendent of Education; and Eric Ellsworth, Superintendent of Business.

Having established an ambitious list of construction priorities for Unit 3 in October 1987, I am pleased to report that, with the cooperation of the Department of Education, all of the priorities are either completed or in the planning stage. During the school year, the following projects reached the final stages of construction:

Gulf Shore Consolidated School -
- Grades one to nine
- New building housing over 300 students
- Highlights include a music room, resource room, industrial arts, gym, multi-purpose room

Birchwood and Queen Charlotte Junior High Schools -
- Grades seven to nine
- Renovations and additions to both buildings (Serving populations of approximately 550 in each school)
- Highlights include new gyms, special education rooms, new resource rooms, cafeterias, and a significant modernization of all classrooms and administrative areas

Westwood Primary School -
- Grades one to three
- New building housing over 400 students
- Highlights include facilities to meet the needs of the primary school age group: rooms for music, art, physical education, resource, and a multi-purpose room and playground

Still in the planning stages were the renovations and additions to be completed at Colonel Gray and Charlottetown Rural High Schools. Specialized rooms new to both schools were being planned to complement the curriculum developments at both schools. Each school has a plan to move from a solely "academic" approach to an integrated system involving a more comprehensive approach to course offerings.

Another concern associated with the major construction projects in the Unit was the need to move the six relocatable classrooms that will no longer be required at Eliot River School. After lengthy discussions with the Department of Education, the Committee accepted the Department's suggestion that four of the classrooms would form part of the new primary school. Subsequently, the Committee recommended that the remaining two relocatable classrooms should be moved to L.M. Montgomery School.

During the school year, a special committee was formed to deal with the problem of the disposal of surplus school properties. Because of the construction of new schools, a number of school buildings were no longer needed in the Unit. The special committee, guided by government regulations, held a public meeting and received proposals from various community groups. As a result of the committee study, a list of recommendations was approved by the School Board and communicated to the Minister of Education. The special committee recommendations are summarized below:

Property for Disposal	Recommended Purchaser
(a) Cavendish School	Avonlea Women's Institute
(b) St. Ann's School	St. Ann's Community Board
(c) St. Augustine's School	Cymbria Lions Club
(d) Stella Maris School	Stella Maris Parish

As the year progressed, the Finance and Operations Committee solved a number of unrelated issues which are listed below:

The Committee:

1. Recommended that the amount given to high schools for prizes be increased from $200 to $500 per school;

2. Recommended that the new school in Cornwall be called "Westwood Primary School";

3. Recommended that a new gymnasium floor be installed at Fort Augustus School;

4. Recommended that Unit 3 lend assistance to the Canada Games Provincial Committee by providing school space and busses for the games;

5. Recommended that the annual playground grant be increased from $3,000 to $6,000;

6. Recommended that the Executive Committee establish an Ad Hoc Committee to review cafeteria services; and

7. Recommended that Unit 3 purchase a computerized Financial Information System for the Board Office.

All of the recommendations were adopted by the School Board.

In conclusion, I wish to thank all Trustees and Board Office Staff for their support during the 1990-91 school year.

PERSONNEL COMMITTEE REPORT

Chairperson - Jill Lightwood

The Personnel Committee was comprised of four trustees: Chairperson Jill Lightwood, Robert MacArthur, Helen McCabe and Anna Duffy. John MacDonald, Superintendent of Administration was resource person to the committee.

During the year, all of the Board policies that refer to personnel matters were reviewed to determine the appropriateness and effectiveness of each policy. During the previous year, a revision of the policy on Evaluation of the Superintendent of Education excluded a process for the evaluation of the Superintendents of Administration, Business and Programs. The Personnel Committee developed policy for the Evaluation of the Superintendents of Administration, Business and Programs (GCNB). Such policy is drafted by the committee then brought to the Board for first reading. First reading allows for a period of time in which affected persons may react and give input to the committee developing policy. Prior to second reading, revisions may be made to the policy as a result of input received.

An information package regarding child abuse was completed after a review of current materials was carried out. The package provides information on child abuse and reporting procedures.

During the year, the Personnel Committee monitored reports from the Employee Assistance Program. Information regarding those who participate in the EAP program is confidential. The reports on the Employee Assistance Program identified the numbers participating and the nature of the difficulties requiring intervention.

Robert MacArthur represented the Personnel Committee on the Sabbatical Leave Committee. Eight candidates were interviewed for sabbatical leave. Three sabbatical leaves were awarded by the Minister of Education to Mary Lou Morrison, Barbara Phillips, and John Dunsford.

A Search Committee made up of the Personnel Committee; Sterling Stratton, Superintendent of Education; Cathy Creamer, Board Office Staff Representative; and Brian Andrew, Principal Representative, was assembled to conduct a search for a Superintendent of Business. Mr. Bernie Young received the appointment.

Five Unit 3 teachers, Brooke Brady, Earl Foster, Carol Lang, Jacob Mal and Anita Murphy participated in a three-week teacher exchange with teachers from Kent County, England. The Kent County teachers visited in early April and the Unit 3 teachers reciprocated in early July, 1991. Our teachers participated as part of a larger group from P.E.I. In this type of exchange, the host teacher provides board and lodging for their counterpart and arranges the educational opportunities to be provided for the exchange teacher. The Unit 3 Board hosted a luncheon for all the exchange teachers visiting P.E.I. and their hosts. Personnel Committee members, the Superintendent of Education and the Board Chairperson attended the luncheon. Several of the Kent County exchange teachers expressed appreciation for the educational opportunities and for the hospitality provided them during their visit. Our teachers have expressed similar sentiments about their visit to the U.K. The Personnel Committee encourages the continuation of such exchanges.

The Personnel Committee in cooperation with the Area 3 Association, P.E.I.T.F. hosted a reception for retiring employees.

Statistics

Regional School Unit 3 employed the following personnel during the 1990-1992 school year: (full-time equivalents)

42.29	Administrative Support
16.30	Board Based Supervisory
617.19	Instructional
64.05	Property Maintenance
50.21	Teacher Assistants
113.00	Transportation

Three teachers were granted sabbatical leaves. Fourteen teachers, four custodians and one bus driver retired.

This has been a successful year for the Personnel Committee and as Chairperson, I would like to express appreciation to committee members for their cooperation and dedication and also to John MacDonald, Superintendent of Administration, for his direction and support.

Appendix A

REPORT OF THE SUPERINTENDENT OF EDUCATION

Sterling Stratton

The heart of any public school system is its instructional staff and support staff. Since the quality of the educational system is, in the main, determined by these groups, I believe that it is appropriate to begin this part of the annual report by honouring those employees who retired at the end of the 1990-1991 school year. Their names and positions are as follows:

Marjorie Boswall	Teacher	L.M. Montgomery
Patricia Bradley	Teacher	Stonepark
Anne Brehaut	Teacher	Stonepark
Audrey Court	Custodian	L.M. Montgomery
Lillian Dockendorff	Custodian	Charlottetown Rural
Jean Frederiksen	Teacher	Glen Stewart
Evelyn Gairns	Teacher	West Kent
Delma Garnhum	Custodian	St. Jean
Patricia Johnston	Teacher	Stonepark
Harry Kielly	Teacher	Charlottetown Rural
Helen MacDonald	Custodian	Charlottetown Rural
Reta MacDonald	Teacher	L.M. Montgomery
Arlene MacDougall	Teacher	Charlottetown Rural
Ruth MacNevin	Teacher	Queen Charlotte
Lance Miron	Teacher	Colonel Gray
Clifford Moffatt	Bus Driver	Eliot River
Kathleen Morrison	Teacher	Englewood
Norine Rooney	Teacher	Sherwood
Shirley Toole	Teacher	Englewood

The contributions made by these dedicated employees are appreciated by all students, parents, trustees, and staff associated with Unit 3.

Construction projects remained a priority for the School Board during the school year 1991. The projects currently underway in the Unit were proposed by the School Board in October 1987. At that time, the list of construction priorities was adopted and placed in School Board Policy. The following segment compares the recommendations of 1987 with the realities of 1991.

Facilities Construction Priorities (FAA) - School Board Policy
October 1987

First - Renovation and Addition - Colonel Gray
Renovation and Addition - Charlottetown Rural
Second - Temporary Classrooms - Eliot River
Temporary Classrooms - Glen Stewart
Additional Classrooms - East Wiltshire
Third - New School - Cornwall
Fourth - New School - North Shore
Fifth - Renovation and Addition - Birchwood
Renovation and Addition - Queen Charlotte

FOUR YEARS LATER

Progress Report - Construction Priorities - School Year 1991

First	- Colonel Gray	To Tender August 1991
	- Charlottetown Rural	Anticipate to Tender November 1991
Second	- Eliot River	Six Relocatables ..... Completed
	- Glen Stewart	Six Relocatables ..... Completed
	- East Wiltshire	New Wing ..... Completed
Third	- Cornwall	Westwood Primary ..... Completed
Fourth	- North Shore	Gulf Shore School ..... Completed
Fifth	- Birchwood	Renovation/Addition .... Completed
	- Queen Charlotte	Renovation/Addition-Near Completion

The total cost of the construction projects listed above is estimated to be 65 million dollars.

When Colonel Gray High School and Charlottetown Rural High School were included in the list of construction priorities, it became necessary for the School Board to determine whether the courses and services offered in the schools would be modified for the future or remain consistent with the past. The recommendations of the Hall/Glendenning Report entitled, "Some New Directions - Vocational Education on Prince Edward Island" provided food for thought for the School Board. In part, the report recommended "that the comprehensive high school model be extended across the province and that the responsibility for the management and delivery of vocational high school programs be assigned to the Regional School Units". In general, the School Board accepted this advice and proceeded, with the cooperation of the Department of Education, to prepare programs under the general heading of Career Exploration Courses. In turn, construction plans reflected the intended change in curriculum.

The CEC programs were listed under seven cluster titles:

Cluster Title	Sample Programs
1. Business and Information	Keyboarding, Accounting, Entrepreneurship
2. Communication and the Arts	Drafting, Crafts, Theatre Arts
3. Construction and Manufacturing	Woodworking, Metal Working
4. Electricity and Electronics	Basic Electricity, Electronic Tech
5. Exploring the Future	Science Tech, Environment Tech
6. People & The Service Industry	Child Care, Special Ed., Tourism
7. Power and Mechanics	Small Equipment Repair, Automotive Tech

The Career Exploration Courses contain three common elements regardless of the specific topic under study. Each program will emphasize:

I The study of careers;
II The practice of specific manual skills; and
III The development of sound work habits.

As reported one year ago, Unit 3 accepted as its educational mandate the list of principles and goals described in the provincial document, "A Philosophy of Public Education for Prince Edward Island Schools". The main purpose and principles of public school education were recorded in the 1990 report of the Superintendent of Education. For the record, the more precise set of goals are listed below:

"The goals of public education (Unit 3's mandate) are to enable the student to:

- develop an appreciation for learning, an intellectual curiosity, and a desire for lifelong learning;
- develop the ability to think critically, apply knowledge and make informed decisions;
- acquire the basic knowledge and skills necessary to comprehend and express ideas through the use of words, numbers, and other symbols;
- develop an understanding of the natural world and of the applications of science and technology in society;
- acquire knowledge about the past and an orientation to the future;
- develop an appreciation for one's own heritage and a respect for the culture and traditions of others;
- develop a sense of self-worth;
- develop a respect for community values, a sense of personal values, and a responsibility for one's own actions;
- develop a sense of pride and respect for one's community, province, and country;
- develop a sense of stewardship for the environment;
- develop creative skills, including those in the arts, and an appreciation of creativity in others;
- develop skills and attitudes related to the workplace;

- develop good mental and physical health and the ability to creatively use leisure time;
- acquire a knowledge of the second official language and an understanding of the bilingual nature of the country;
- develop an understanding of gender equity issues and of the need to provide equal opportunities for all;
- develop an understanding of fundamental human rights and an appreciation for the worth of all individuals.

All Board Office Staff wish to thank the trustees, principals, instructional staff and support staff in Unit 3 for the excellent cooperation that we have received during the past year.

Appendix B

Regional Administrative Unit 3
Financial Statements
June 30, 1991

Doane Raymond
Chartered Accountants

A member firm of Grant Thornton

Contents

	Page
Auditors' Report	18
Balance Sheet	19
Statement of Capital Surplus	20
Statement of Revenue, Expense and Operating Deficit	21
Notes to Financial Statements	22 - 24
Schedule of Operations Expense	25
Schedule of Instructional Expense	26
Schedule of School Maintenance and Operation Expense	27
Schedule of Transportation Expense	28

Doane Raymond

Chartered Accountants

P.O. Box 187
Suite 501
199 Grafton Street
Charlottetown
Prince Edward Island
C1A 7K4

Tel: (902) 892-6547
Fax: (902) 566-5358

Auditors' Report

To the Board of School Trustees of
Regional Administrative Unit 3

We have audited the balance sheet of Regional Administrative Unit 3 as at June 30, 1991, and the statements of revenue, expense, operating deficit, and capital surplus for the year then ended. These financial statements are the responsibility of the Unit's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Unit as at June 30, 1991, and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

Charlottetown
Prince Edward Island
September 16, 1991

Chartered Accountants

A member firm of Grant Thornton International

Regional Administrative Unit 3
Balance Sheet

June 30, 1991

	1991	1990
Assets		
Current		
Cash and short term deposits	$ 1,289,857	$ 2,418,641
Receivables	217,179	156,887
Prepaid expense	74,500	91,769
	1,581,536	2,667,297
Capital		
Investments	2,000	2,000
Land, buildings, and equipment (Note 2)	38,298,812	25,586,466
	38,300,812	25,588,466
	$39,882,348	$28,255,763
Liabilities and Surplus		
Payables and accruals		
Grant (Note 3)	$ 463,532	$ 635,521
General	323,351	178,959
Salaries and benefits	447,547	390,007
Debenture interest payable	375	375
Capital	107,700	141,710
Deferred items (Note 4)	448,705	1,246,554
	1,791,210	2,593,126
Operating surplus (deficit)	(209,674)	74,171
	1,581,536	2,667,297
Capital		
Long term debt - debentures (Note 5)	26,620,891	13,900,353
Capital surplus	11,679,921	11,688,113
	38,300,812	25,588,466
	$39,882,348	$28,255,763

Approved on behalf of the Board

Board Chairman

Board Secretary

Doane Raymond

Regional Administrative Unit 3
Statement of Capital Surplus

Year Ended June 30, 1991	1991	1990
Capital surplus, beginning of year	$11,683,113	$13,693,987
Add:		
Purchase of		
Buildings and improvements	13,305,856	195,038
Furniture and equipment	489,904	527,582
Buses	678,143	636,316
Debt retirement out of current funds	440,065	304,107
	26,602,081	15,357,030
Deduct:		
Issue of debentures payable	13,160,603	2,262,589
Depreciation		
Buildings	868,585	549,680
Furniture and equipment	407,193	386,515
Buses	485,779	462,941
Disposal of		
Land, buildings and buses - net of accumulated depreciation		7,192
	14,922,160	3,668,917
Capital surplus, end of year	$11,679,921	$11,688,113

Regional Administrative Unit 3
Statement of Revenue, Expense and Operating Deficit

Year Ended June 30, 1991	1991	1990
Revenue		
Grants		
Operations	$ 2,302,483	$ 2,121,080
Instructional (Note 6)	31,605,674	29,906,462
School maintenance and operation	4,045,822	3,881,900
Transportation	3,070,427	3,105,829
Long term debt	2,581,242	1,709,499
Sundry	277,217	317,165
Capital		
Bus purchases	678,143	636,316
Other	782,948	765,546
Unfunded depreciation on buildings, equipment and buses	1,761,557	1,399,136
	47,105,513	43,842,933
Expenses		
Operations	2,422,427	2,187,999
Instructional	31,930,127	30,248,260
School maintenance and operation	5,416,666	4,861,900
Transportation	3,516,335	3,469,258
Long term debt	2,581,242	1,709,499
Capital		
Bus purchases	678,143	636,316
Other	844,418	722,620
	47,389,358	43,835,852
Excess of revenue over expense (expense over revenue)	$ (283,845)	$ 7,081
Operating surplus, beginning of year	$ 74,171	$ 67,090
Excess of revenue over expense (expense over revenue)	(283,845)	7,081
Operating surplus (deficit), end of year	$ (209,674)	$ 74,171

1. Accounting policies

Depreciation
Depreciation is calculated on the diminishing balance basis for buildings at a rate of 2½% per annum and for furniture and equipment at 20% per annum. Depreciation is calculated on the straight line basis for buses at 12% per annum.

Capitalization of fixed assets
Land, buildings, furniture and equipment are recorded at values carried in the accounts of the former School Boards as at June 30, 1972, with subsequent additions at cost. Buses are recorded at cost.

New schools constructed by the Department of Public Works are added to the fixed assets when title to them is passed to the Unit.

Commitments
Included in payables and accruals are outstanding commitments totalling $169,400. These amounts related to the 1990-91 school budget for goods and services to be received or provided subsequent to year end.

Inventories, at the lower of cost and net realizable value
Bus parts inventory in the amount of $199,725 have not been reflected on the balance sheet. All such supplies are expensed when purchased.

Deferred revenue
The Department of Education requires the unexpended portion of grants received for school bus purchases to be deferred and used for future bus purchases.

Unfunded depreciation on buildings, equipment, and buses
Included in the schedules of expense is a charge for depreciation on the appropriate assets as indicated. As the expense has been included, a revenue amount must also be reflected to offset these charges. The Department of Education does not fund depreciation on a current basis.

	1991	1990

2. Land, buildings, and equipment

	Gross Value	Accumulated Depreciation	Net Book Value	Net Book Value
Land	$ 767,930		$ 767,930	$ 767,930
Buildings	42,426,668	$ 8,551,861	33,874,807	21,437,536
Furniture and equipment	6,007,432	4,378,658	1,628,774	1,546,063
Buses	4,863,284	2,835,983	2,027,301	1,834,937
	$54,065,314	$15,766,502	$38,298,812	$25,586,466

3. Grant payable (receivable)

Province of Prince Edward Island - net		
Salaries and benefits	$ 648,090	$ 728,832
Contract services	(167,048)	(110,602)
Tuition	17,880	11,220
Sale of assets	6,588	6,071
Transportation	(41,978)	
	$ 463,532	$ 635,521

4. Deferred items

Funds designated for		
Minority and Second Language Purchases	$ 6,299	$ 16,000
Future renovations and repairs to cafeteria equipment	99,641	175,087
Bus purchases	68,631	746,774
Special project		8,000
Program expenditures	25,376	19,089
Future renovations and repairs to Colonel Gray School	226,604	226,604
Special capital projects	22,154	55,000
	$448,705	$1,246,554

	1991	1990

5. Debentures payable

Incurred by Regional Administrative Unit 3	$26,620,891	$13,900,353

Annual principal payments required in each of the next five years are as follows:

1992	$583,876
1993	555,601
1994	552,791
1995	599,816
1996	623,783

Funds for the above payments will be provided annually by the Department of Education.

	1991	1990

6. Instructional revenue and expense

Included in both revenue and expenses are the amounts for:		
Employer contributions for teacher pensions	$1,725,343	$1,602,125

Regional Administrative Unit 3
Schedule of Operations Expense

Year Ended June 30, 1991

	1991	1990
Salaries and benefits (see note below)		
Supervisory	$ 872,333	$ 855,315
Secretarial and clerical	1,130,865	1,021,187
	2,003,198	1,876,502
Professional services	80,250	24,529
Board member remuneration	29,160	30,362
Board member travel and other	35,885	30,577
Postal services and express	28,057	23,476
Advertising	16,752	22,114
Office supplies	41,868	32,638
Travel	133,307	120,654
Miscellaneous	53,950	27,147
	419,229	311,497
	$2,422,427	$2,187,999

Note: Supervisory salaries include:

Superintendent
Assistant Superintendents
Business Superintendent
Consultants

Secretarial and clerical salaries include:

Board office secretarial and clerical staff
School secretarial staff

Regional Administrative Unit 3
Schedule of Instructional Expense

Year Ended June 30, 1991

	1991	1990
Salaries and benefits (see note below)		
Instructional supervisory	$ 3,988,600	$ 3,714,274
Instructional non-supervisory	27,361,088	25,972,985
	31,349,688	29,687,259
Program		
Library	65,659	61,778
Duplicating supplies	141,187	117,632
Academic supplies	80,957	81,882
Home economics	11,104	12,035
Industrial arts	40,081	39,580
Science	19,100	15,272
Physical education	29,307	30,398
Art	20,718	19,086
Guidance	10,578	5,979
French	4,697	3,981
French immersion	32,212	64,218
Special education	14,628	12,504
Miscellaneous	96,529	81,824
Curriculum development	13,682	14,832
	580,439	561,001
	$31,930,127	$30,248,260

Note: Supervisory salaries include:

Principals
Vice-Principals
Department heads
Co-ordinators

Non-Supervisory salaries include:

All teaching staff excluding those listed above

Regional Administrative Unit 3
Schedule of School Maintenance and Operation Expense
Year Ended June 30, 1991

	1991	1990
Salaries and benefits (see note below)	$1,881,148	$1,814,067
Annual cleaning	13,805	12,475
Building repairs	475,159	515,044
Electricity	642,153	545,622
Equipment repairs	45,992	52,816
Fuel	485,209	404,030
Garbage, water and sewage	91,909	83,352
Insurance	122,410	118,763
Janitorial supplies	125,935	118,864
Maintenance and grounds	36,097	13,680
Rentals	38,292	63,053
Snow removal	67,622	71,897
Telephone	115,157	112,042
	2,259,740	2,111,638
Depreciation		
School buildings	868,585	549,680
Furniture and equipment	407,193	386,515
	1,275,778	936,195
	$5,416,666	$4,861,900

Note: Salaries include:

Building and maintenance supervisor
Janitorial staff
Maintenance staff

Regional Administrative Unit 3
Schedule of Transportation Expense

Year Ended June 30, 1991

	1991	1990
Salaries and benefits (see note below)	$2,190,465	$2,164,561
Gas	260,623	289,649
Bus depot parts and supplies	398,250	401,470
Contract services	110,841	78,938
Insurance	24,723	20,334
Miscellaneous	45,654	51,365
	840,091	841,756
Depreciation		
Buses	485,779	462,941
	$3,516,335	$3,469,258

Note: Salaries include:

Transportation supervisor
Bus driver staff
Bus depot staff

REGIONAL SCHOOL UNIT 3

ENROLMENT BY AGE, GRADE, SEX

OCTOBER 31, 1990

Grades

AGE	1 F	1 M	2 F	2 M	3 F	3 M	4 F	4 M	5 F	5 M	6 F	6 M	7 F	7 M	8 F	8 M	9 F	9 M	10 F	10 M	11 F	11 M	12 F	12 M	Total F	Total M	TOTAL
Under 6	70	77	2	3		1																			72	81	153
6	333	379	96	67		1																			429	447	876
7	25	40	295	321	65	69	2																		387	430	825
8	1		36	81	313	328	75	58																	425	467	892
9	1	1		1	50	67	277	323	74	65															402	457	859
10		2				3	50	103	302	267	65	52													417	427	844
11	1						3	5	54	109	304	294	78	63	1										441	471	912
12						1			1	7	59	106	295	244	77	68									432	426	858
13								1	1		4	4	72	110	319	267	59	40							455	422	877
14													5	11	61	124	292	265	59	59	1				418	459	877
15											2			2	6	22	67	127	279	274	69	61	3		426	486	912
16																3	15	23	70	114	239	242	60	54	384	436	820
17														1			1	4	19	40	72	129	245	182	337	356	693
18																	2		6	10	23	35	76	87	107	132	239
19																			2	2	4	5	22	32	28	39	67
20													2		1	2			2	6	2	1	5	14	12	23	35
Over 20																				2		1	3	4	3	7	10
TOTAL	431	507	429	473	428	470	407	490	432	448	434	456	452	431	465	486	436	459	437	507	410	474	414	373	5175	5574	10,749
																											10,749

Appendix C

REGIONAL SCHOOL UNIT 3

ENROLMENT BY SCHOOL AND GRADE

OCTOBER 31, 1990

School Code and Name		Grades 1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
310	Charlottetown Rural High										349	357	344	1050
311	Colonel Gray Senior High										331	262	229	822
314	Bluefield High										263	265	215	743
320	Birchwood Junior High							174	203	193				570
321	Queen Charlotte Junior High							170	192	139				501
323	Stonepark Junior High							234	281	291				806
324	East Wiltshire Junior High							220	199	204				623
340	Glen Stewart Elementary	126	124	124	141	139	144							798
341	Central Queens Elementary	55	62	55	54	65	53							344
342	Eliot River Elementary	31	23	165	159	151	137							666
343	L. M. Montgomery Elementary	68	63	50	73	54	56							364
344	Fort Augustus Elementary	26	33	21	24	27	28	19	17	26				221
345	Englewood School	22	25	34	32	24	24	29	33	18				241
346	Parkdale Elementary	31	31	32	29	19	39							181
347	Prince Street Elementary	75	76	57	52	75	49							384
348	Gulf Shore Consolidated	38	35	41	40	25	38	37	26	24				304
349	Sherwood Elementary	86	88	94	100	80	103							551
350	Eliot River Primary	109	109											218
351	Spring Park Elementary	90	82	96	89	95	102							554
354	St. Jean Elementary	60	63	33	24	38	28							246
355	West Kent Elementary	82	58	58	57	57	58							370
356	West Royalty Elementary	29	25	35	17	25	20							151
357	Stanhope-Grand Tracadie Elem.	10	5	3	6	6	11							41
	TOTAL UNIT 3	938	902	898	897	880	890	883	951	895	943	884	788	10749

Appendix E

REGIONAL SCHOOL UNIT 3

NUMBER OF FULL-TIME EQUIVALENT INSTRUCTIONAL PERSONNEL

BY CERTIFICATE AND AVERAGE SALARY

June 30, 1991

CERTIFICATE	NO.	AVERAGE SALARY
C2	2.00	$25,444
C3	8.33	30,213
C4	75.33	35,353
C5	322.46	40,800
C5A	112.35	43,888
C6	91.62	47,112
Vocational Type A & B		
C1	.60	20,997
C3	1.50	42,811
C4	1.00	45,385
C5	1.00	46,223
C6	1.00	47,948
TOTAL	617.19	$41,540

Appendix F

REGIONAL SCHOOL UNIT 3

NUMBER OF FULL-TIME EQUIVALENT
SUPPORT AND SUPERVISORY PERSONNEL

BY CATEGORY AND AVERAGE SALARY

June 30, 1991

CATEGORY	NO.	AVERAGE SALARY
Administrative Support	42.29	$20,782
Property Maintenance	64.05	22,244
Teacher Assistants	50.21	14,785
Transportation	113.00	16,006
Board Based Supervisory		
Non-Instructional	3.00	45,403
Instructional	13.30	52,689

Appendix G

REGIONAL SCHOOL UNIT 3

TRANSPORTATION STATISTICS

1990 - 1991

SCHOOL BOARD OWNED BUSES

1.	Number of Operational Buses	108
2.	Seating Capacity of Buses Used	7,515
3.	Number of Students Transported	9,243
4.	Kilometers Per Day Regular Route	8,473
5.	Kilometers Per Year Regular Route	1,550,513
6.	Kilometers Per Year - Extra Curricular and Lack of Facilities Use	153,338
7.	Total Kilometers Per Year (5+6)	1,703,851
8.	Cost of Salaries and Benefits	$2,190,465
9.	Cost of Bus Operation*	$ 840,091
10.	Total Transportation Operational Cost (8+9)	$3,030,556
11.	Average Number of Students Per Bus (3/1)	86
12.	Average Number of Yearly Kilometers Per Bus (7/1)	15,776
13.	Operational Cost Per Bus (9/1)	$ 7,779
14.	Operational Cost Per Kilometer (9/7)	$ .49
15.	Total Transportation Operational Cost Per Student Transported (10/3)	$ 327.88

CONTRACTS

1.	Number of Contracts	15
2.	Cost of Contracts	$ 110,628
3.	Kilometers Per Day	1,604
4.	Total Kilometers Per Year	293,457
5.	Number of Students Transported	58
6.	Cost Per Kilometer (2/4)	$ .38
7.	Cost Per Student Transported (2/5)	$ 1,907

*Bus operation costs are for regular route and extra curricular use. Operating costs do not include depreciation on buses.

Appendix H

REGIONAL SCHOOL UNIT 3

INVENTORY OF SCHOOL BUSES

1990 - 1991

Number of Buses on Hand July 1, 1990	125
Buses Sold Since July 1, 1990	14
Other Buses Removed From Inventory	0
New Buses	
Ordered	13
Delivered	13
Number of Buses on Hand June 30, 1991	124
Total Cost of New Buses	$678,143

Appendix I

REGIONAL SCHOOL UNIT 3

BOARD OFFICERS AND COMMITTEES

1990 - 1991

CHAIRPERSON - Louis Bradley

VICE-CHAIRPERSON - Greg Peters

SECRETARY - Helen McCabe

CURRICULUM COMMITTEE

Helen Larkin (Chairperson)
Elizabeth Arbing
Bruce MacIsaac
Gayle Mooney
Reid Sangster
Louis Bradley (Ex Officio)
Sterling Stratton (Ex Officio)
Eldon Rogerson (Ex Officio)

FINANCE & OPERATIONS COMMITTEE

Jeannie Lea (Chairperson)
Ann Francis
Lorraine MacDonald
Greg Peters
Ulysse Robichaud
Louis Bradley (Ex Officio)
Sterling Stratton (Ex Officio)
Eric Ellsworth (Ex Officio)

PERSONNEL COMMITTEE

Jill Lightwood (Chairperson)
Anna Duffy
Helen McCabe
Robert MacArthur
Louis Bradley (Ex Officio)
Sterling Stratton (Ex Officio)
John MacDonald (Ex Officio)

AD HOC COMMITTEE ON FRENCH SECOND LANGUAGE

Ann Francis (Chairperson)
Lorraine MacDonald
Helen McCabe
Louis Bradley (Ex Officio)
Helen Larkin (Ex Officio)
Sterling Stratton (Ex Officio)
Eldon Rogerson (Ex Officio)

AD HOC COMMITTEE ON CAFETERIA SERVICES

Elizabeth Arbing, Chairperson
Gayle Mooney
Greg Peters
Louis Bradley (Ex Officio)
Sterling Stratton (Ex Officio)
Eric Ellsworth (Ex Officio)

AD HOC COMMITTEE ON DISPOSAL OF SURPLUS SCHOOL PROPERTY

Robert MacArthur, Chairperson
Anna Duffy
Ulysse Robichaud
Louis Bradley (Ex Officio)
Sterling Stratton (Ex Officio)
Eric Ellsworth (Ex Officio)

Appendix J

REGIONAL SCHOOL UNIT 3

BOARD REPRESENTATION ON EXTERNAL COMMITTEES

1990 - 1991

PRINCE EDWARD ISLAND SCHOOL TRUSTEES' ASSOCIATION

Elizabeth Arbing	- Association of School Health of P.E.I.
	- P.E.I. Citizen's Council on Drug Abuse
Louis Bradley	- Unit 3 Director of P.E.I.S.T.A.
Anna Duffy	- Annual Meeting Planning Committee
	- Chairperson of Education and Curriculum Committee
	- Provincial Curriculum Advisory Committee
	- St. Mary's University M.Ed. Advisory Committee
	- Unit 3 Director of P.E.I.S.T.A.
Jeannie Lea	- Pay Equity Committee
	- President of P.E.I.S.T.A
	- School Achievement Indicators Project
Robert MacArthur	- Provincial Review Committee on Administrative Positions Allocation
Lorraine MacDonald	- Educational Leadership Seminar Committee
	- Resolutions Committee
Helen McCabe	- Education Negotiation Agency CUPE
	- S.T.A. Election Committee
	- Sabbatical Leave Committee
Greg Peters	- Classification Appeal Board
Ulysse Robichaud	- Finance Committee
Reid Sangster	- Negotiations Committee
	- Sponsorship Committee

SCHOOL CONSTRUCTION PLANNING COMMITTEES

Charlottetown Rural Main	Charlottetown Rural Sub
Elizabeth Arbing	Elizabeth Arbing Lorraine MacDonald
Colonel Gray Main	**Colonel Gray Sub**
Gayle Mooney	Helen Larkin Gayle Mooney

Appendix K

REGIONAL SCHOOL UNIT 3

MEMBERS OF THE UNIT 3 SCHOOL BOARD

June 30, 1991

ZONE	NAME	ADDRESS	DATE OF EXPIRATION OF TERM
1	Louis Bradley	Kelly's Cross	June 30, 1991
2	Ann Francis	New Glasgow	June 30, 1993
3	Greg Peters	Clyde River	June 30, 1991
4	Helen McCabe	Cornwall	June 30, 1993
5	Ulysse Robichaud	Cavendish	June 30, 1991
6	Jill Lightwood	27 Great George Street Charlottetown	June 30, 1993
7	Bruce MacIsaac	21 Lapthorne Avenue Charlottetown	June 30, 1991
8	Gayle Mooney	97 Upper Prince Street Charlottetown	June 30, 1993
9	Jeannie Lea	84 Greenfield Avenue Charlottetown	June 30, 1991
10	Helen Larkin	3 Maplewood Crescent Charlottetown	June 30, 1993
11	Robert MacArthur	77 Kensington Road Parkdale	June 30, 1991
12	Reid Sangster	8 Pine Drive Sherwood	June 30, 1993
13	Elizabeth Arbing	Marshfield	June 30, 1991
14	Lorraine MacDonald	21 Harbourview Drive Southport	June 30, 1993
15	Anna Duffy	Fort Augustus	June 30, 1991

Appendix L

REGIONAL SCHOOL UNIT 3

BOARD OFFICE STAFF

1990 - 1991

Sterling Stratton	- Superintendent of Education
John MacDonald	- Superintendent of Administration
Eldon Rogerson	- Superintendent of Programs
Eric Ellsworth	- Superintendent of Business

Instructional Staff

Guy Albert	- French Immersion Coordinator
Vangie Broderick	- Psychologist
Judy Davies	- Head Teacher Librarian
Norine Hanus	- Librarian
Eldon Jamieson	- Education Consultant
Frank Lechowick	- Psychologist
Al Ledgerwood	- Psychologist
Winnifred MacInnis	- Special Education Consultant
Ron Moore	- Research and Development Assistant
Kathy Pilkington	- Special Education Consultant
Debbie Pineau	- Core French Coordinator
Jeanette Scott	- Language Arts Consultant
Nancy Veale	- Language Learning Difficulties Project Worker

Administrative Support Staff

Cindy Annett	- Secretary/Administration
Albert Arsenault	- Maintenance Supervisor
Shawna Carmody	- Secretary/Programs
Elizabeth Chandler	- Payroll Supervisor
Marlene Cox	- Payroll Assistant/Business Department
Cathy Creamer	- Secretary/Transportation
Mary Dunne	- Secretary/Programs
Ginny Foley	- Secretary/Programs
Mary Gallant	- Accounts Payable Clerk
Tony Gould	- Accountant
Donald MacFadyen	- Transportation Supervisor
Elizabeth MacKinnon	- Data Processor (6 Months)
Linda MacLeod	- Receptionist
Judi McGuire	- Secretary/Administration
Carol Mawle	- Photocopier Operator
Darlene Mutch	- Data Processor
John O'Neill	- Audio Visual Coordinator
Elizabeth Palmer	- Payroll/Program Assistant
Marylou Sinnott Gennis	- Secretary/Business
Sharon Smith	- Secretary/Personnel
Carolyn Whelan	- Payroll Assistant

Appendix M

REGIONAL SCHOOL UNIT 3

SCHOOLS AND PRINCIPALS

1990 - 1991

SCHOOL	GRADES	PRINCIPAL
Birchwood	7 - 9	George MacDonald
Bluefield	10 - 12	Adelbert Roche
Central Queens	1 - 6	Brian Andrew
Charlottetown Rural	10 - 12	Bernard Connolly
Colonel Gray	10 - 12	Tom Wilkinson
Cornwall Primary	1 - 2	Nellie Aitken
East Wiltshire	7 - 9	Gordon Ellis
Eliot River	1 - 6	Ron Bolger
Englewood	1 - 9	Melvin Ostridge
Fort Augustus	1 - 9	Edmund Kelly
Glen Stewart	1 - 6	Maitland MacIsaac
Gulf Shore Consolidated	1 - 9	Ricky Hood
L.M. Montgomery	1 - 6	George Doughart
Parkdale	1 - 6	Patrick Connolly
Prince Street	1 - 6	Brooke Brady
Queen Charlotte	7 - 9	Glen Hughes
St. Jean	1 - 6	Ron Gallant
Sherwood	1 - 6	Om Joshi
Spring Park	1 - 6	Grant Canvin
Stanhope/Grand Tracadie	1 - 6	Gemma Dunn
Stonepark	7 - 9	Eugene Murphy
West Kent	1 - 6	Ted Redmond
West Royalty	1 - 6	Gerry Lajeunesse